

Sustainability at Swift

Embedding Sustainability through Discipline, Driving Resilience in Motion

Swift Haulage Berhad ("Swift" or "the Company") and its subsidiaries (collectively referred to as the "Swift Group" or the "Group")'s sustainability approach in financial year ended 31 December 2025 ("FY2025") reflects a disciplined and operationally embedded strategy, where sustainability is not treated as a standalone agenda but integrated into core business functions, decision-making and long-term growth planning. Anchored on structured governance, digital enablement and operational efficiency, the Group continues to strengthen resilience across our logistics ecosystem while addressing key environmental, social and governance ("ESG") priorities. Through a phased and practical roadmap, Swift balances emissions management, safety excellence and financial discipline, positioning us to deliver sustainable value while maintaining operational reliability in an evolving regulatory and market landscape.



Basis of Preparation

This Sustainability Statement ("Statement") has been prepared in accordance with the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and guided by Bursa Malaysia's Sustainability Reporting Guide (3rd Edition). The Statement outlines the Group's sustainability governance, material matters, management approaches, performance and forward-looking commitments for FY2025.

The Group has considered the principles of the National Sustainability Reporting Framework ("NSRF") in structuring our disclosures. Where relevant, reference has been made to the Global Reporting Initiative ("GRI") 2021 Standards, the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2) and the Greenhouse Gas Protocol for emissions measurement and reporting.

REPORTING PERIOD & SCOPE

This Statement covers the financial year from 1 January 2025 to 31 December 2025. Comparative information is presented where appropriate to provide performance context. The reporting scope includes Swift Haulage Berhad and its subsidiaries, where the Group has operational control, unless otherwise stated.

REPORTING BOUNDARIES

The disclosures focus primarily on sustainability matters arising from the Group's logistics operations, including container haulage, inland distribution, warehousing and container depots, freight forwarding activities, workforce management, safety performance and governance practices. Upstream supply chain impacts are disclosed where reliable and relevant data is available. The Group will progressively enhance disclosures to expand coverage of downstream impacts over time.

DATA COLLECTION & ASSUMPTIONS

Sustainability data is derived from internal management systems, operational records and functional reporting channels across business units. Where estimates have been applied, they are based on management judgement and established internal methodologies. The Group continues to enhance our data collection processes to improve consistency, accuracy and completeness of disclosures.

ASSURANCE

In FY2025, Swift did not conduct any external assurances of the disclosed data. However, the carbon emissions data has undergone internal assurance and all other reported data has been reviewed by the respective data owners.

STATEMENT OF RESPONSIBILITY

The Board of Directors ("Board") acknowledges its responsibility for ensuring the integrity of this Statement and believes that it provides a fair and balanced representation of the Group's sustainability performance for FY2025.

Sustainability Strategy & Roadmap

Sustainability Strategy & Roadmap

A DISCIPLINED & OPERATIONALLY EMBEDDED APPROACH

At Swift, sustainability is not positioned as a parallel agenda. It is embedded within the Group's operating model, investment decisions and long-term growth planning. As a logistics provider managing more than 1,600 prime movers and a nationwide network of warehouses and depots, sustainability must be practical, scalable and aligned with operational realities.

Our strategy reflects a disciplined transition. Rather than pursuing isolated initiatives, Swift integrates sustainability considerations into fleet planning, warehouse development, digital systems, safety management and governance oversight. The objective is to strengthen resilience, protect the licence to operate, enhance customer relevance and support long-term value creation.

Sustainability priorities are reviewed during the Group's Business Plan Day ("BPD") sessions, where leadership evaluates regulatory developments, market expectations and operational performance to define structured three-year plans. This ensures that sustainability initiatives are aligned with business growth, infrastructure readiness and financial discipline.

STRATEGIC SUSTAINABILITY PILLARS

Swift's sustainability roadmap is structured around four interconnected pillars:

Decarbonisation & Climate Efficiency

As a fuel-intensive logistics operator, emissions management is a material business issue. Our approach focuses on progressive efficiency improvements and selective low-carbon adoption.

KEY INITIATIVES INCLUDE:

- Deployment of electric prime movers in selected operations;
- Adoption of Euro 5 engines with AdBlue;
- Fuel efficiency management and idling reduction programmes;
- Installation of solar panels at selected sites; and
- Purchase of International Renewable Energy Certificates ("I-RECs") in 2025 to address Scope 2 electricity consumption relating to 2024.

Given fleet scale and infrastructure constraints, electrification is implemented selectively based on route suitability, charging availability and operational reliability. The Group adopts a phased investment approach to balance emissions reduction with service continuity and cost discipline.

Digital fleet monitoring systems support fuel tracking, driver behaviour management and route optimisation, enabling gradual but measurable efficiency improvements across operations.

Safety & People

Safety is fundamental to Swift's operating model. With a large fleet operating nationwide, road safety and occupational health directly affect operational continuity, regulatory standing and stakeholder trust.

OUR FOCUS INCLUDES:

- In-cab camera systems with fatigue detection and blind spot monitoring;
- Zero-tolerance policies on seat belt non-compliance and occlusion (blocking on board camera);
- Structured driver training and monitoring; and
- Continuous improvement through incident analysis.

These initiatives go beyond minimum compliance requirements and reinforce Swift's commitment to responsible operations on public roads and within warehouse environments.

Responsible & Digitalised Operations

Digitalisation is a central enabler of Swift's sustainability agenda. Integrated systems strengthen visibility, accountability and coordination across business units.

CORE SYSTEMS INCLUDE:

- Haulage Management System;
- Freight Forwarding Management System with customer self-service portal;
- Transport Management System;
- Warehouse Management System;
- G7 GPS telematics with real-time monitoring; and
- Driver performance applications.

These platforms improve operational efficiency, reduce duplication, enhance safety monitoring and enable more data-driven decision-making. Sustainability outcomes such as fuel efficiency, compliance adherence and incident tracking are increasingly integrated into digital dashboards and performance reviews.

Governance & Business Resilience

Sustainability performance is overseen through a structured governance model involving Board-level oversight, management steering committees and working-level implementation forums. Performance and risk indicators are reviewed quarterly.

FOUNDATIONAL SUSTAINABILITY MEASURES SUPPORTING COMPLIANCE AND LICENCE TO OPERATE INCLUDE:

- APAD and transport regulatory compliance;
- Occupational health and safety controls;
- Emissions compliance standards; and
- Risk monitoring and incident reporting.

Beyond compliance, Swift is progressively building capabilities that strengthen long-term resilience. These include selective low-carbon fleet deployment, green warehouse participation through the Shah Alam International Logistics Hub ("SAILH"), renewable energy adoption and structured vendor governance frameworks.

FROM FOUNDATION TO DIFFERENTIATION

Swift distinguishes clearly between foundational initiatives required for compliance and strategic initiatives that enhance competitive positioning.

Foundational measures safeguard operational continuity and regulatory standing. Strategic initiatives such as early electric vehicle ("EV") deployment, advanced safety technologies and green infrastructure investments position the Group as a responsible operator evolving into a strategic logistics partner for sustainability-conscious customers.

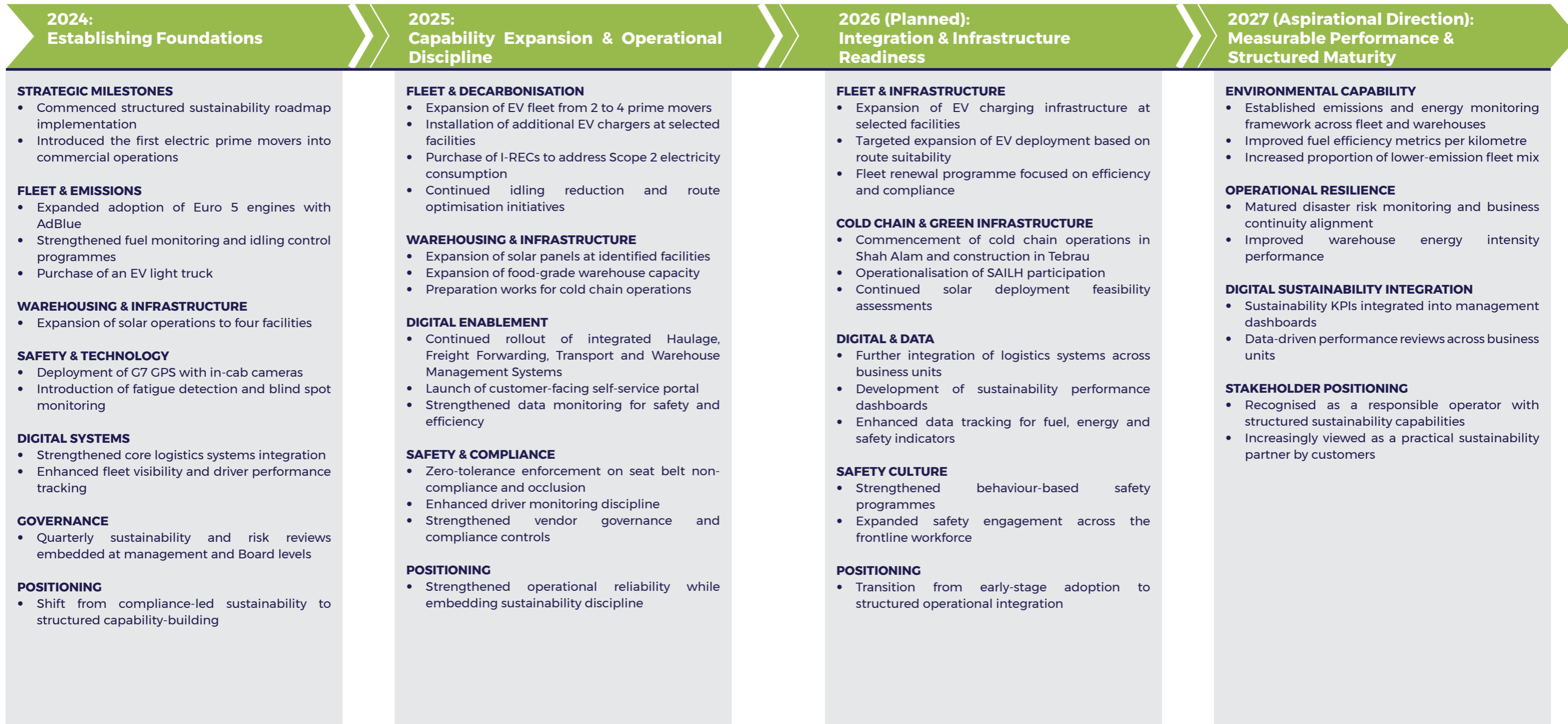
This disciplined roadmap allows us to strengthen our sustainability capabilities without compromising operational reliability or financial prudence.

Sustainability Strategy & Roadmap

OUR SUSTAINABILITY ROADMAP

2024-2027: Transitioning Through Disciplined Integration

Swift's sustainability roadmap reflects a phased and operationally grounded approach. Each stage builds capability, strengthens governance and enhances measurable performance across the fleet, warehouse and digital systems.



Sustainability Strategy & Roadmap

Stakeholder Engagement


Stakeholder Engagement

We recognise that long-term value creation depends on meaningful engagement with stakeholders who influence, or are impacted by, our operations. As a nationwide logistics provider operating across public roads, ports and industrial zones, stakeholder expectations directly shape our safety performance, compliance discipline, service reliability and sustainability priorities.

Engagement is therefore not conducted as a reporting exercise, but as a structured feedback mechanism to inform decision-making, identify emerging risks and strengthen operational resilience. Stakeholder inputs inform our material matters, business planning cycles and sustainability roadmap.

Our refined and consolidated stakeholder engagement outcomes for FY2025 are presented below.


Employees



KEY AREAS OF INTEREST	SWIFT'S RESPONSE
<ul style="list-style-type: none"> Career development & leadership growth Workplace safety & well-being Fair employment & inclusivity Engagement & communication 	<ul style="list-style-type: none"> Structured training programmes, key performance indicator ("KPI") cascading, succession planning initiatives In-cab safety systems, safety training/Health, Safety and Environment ("HSE") programmes, zero-tolerance policies, walkabouts Human Rights & Labour Practices Policy, Swift EmpowHER initiative Staff engagement, surveys, union engagement, BPD sessions Off-site meetings Internal newsletters (SwiftPulse) Wellness programmes

ENGAGEMENT FREQUENCY - Throughout the year


Customers



KEY AREAS OF INTEREST	SWIFT'S RESPONSE
<ul style="list-style-type: none"> Service reliability & Service Level Agreement ("SLA") performance Safety & compliance Emissions & sustainability performance Data privacy & transparency 	<ul style="list-style-type: none"> KPI reporting, digital tracking systems, service reviews HSE clauses in contracts, quarterly safety updates EV deployment, I-REC usage, efficiency monitoring Non-Disclosure Agreement ("NDA") clauses, digital portal, secure systems

ENGAGEMENT FREQUENCY - Throughout the year


Shareholders & Investors



KEY AREAS OF INTEREST	SWIFT'S RESPONSE
<ul style="list-style-type: none"> Financial performance & growth Governance & risk management Long-term value creation 	<ul style="list-style-type: none"> Quarterly results announcements, Annual Report Bursa disclosures, Annual General Meeting ("AGM"), investor relation sessions Sustainability Statement, strategic briefings

ENGAGEMENT FREQUENCY - Quarterly


Regulators & Government Authorities



KEY AREAS OF INTEREST	SWIFT'S RESPONSE
<ul style="list-style-type: none"> Regulatory compliance Operational transparency Safety enforcement 	<ul style="list-style-type: none"> Regulatory requirement fulfilled, reporting, site inspections Internal & external audits, regulatory engagement Monitoring systems, corrective actions

ENGAGEMENT FREQUENCY - Throughout the year

Business Partners & Vendors



KEY AREAS OF INTEREST	SWIFT'S RESPONSE
<ul style="list-style-type: none"> Contractual clarity & standards Ethical procurement Performance alignment 	<ul style="list-style-type: none"> Vendor Management Policy, contract clauses Vendor evaluation, Anti-Bribery and Anti-Corruption ("ABAC") declarations Performance review session and audits

ENGAGEMENT FREQUENCY - As required

Communities & Public



KEY AREAS OF INTEREST	SWIFT'S RESPONSE
<ul style="list-style-type: none"> Road safety Environmental impact Social contribution 	<ul style="list-style-type: none"> Driver monitoring, blind spot detection, safety campaigns, road safety education Compliance with regulations, rectification processes Community programmes, local hiring

ENGAGEMENT FREQUENCY - Throughout the year

Feedback gathered across stakeholder groups is integrated into quarterly management reviews and informs refinements to operational controls, safety systems, digital tools and sustainability priorities.

As we approach our fifteenth year, stakeholder engagement will continue to evolve from structured consultation towards deeper partnership, particularly with customers and regulators, in strengthening responsible logistics practices across the industry.

Key Sustainability Matters

Key Sustainability Matters

MATERIALITY & STRATEGIC FOCUS

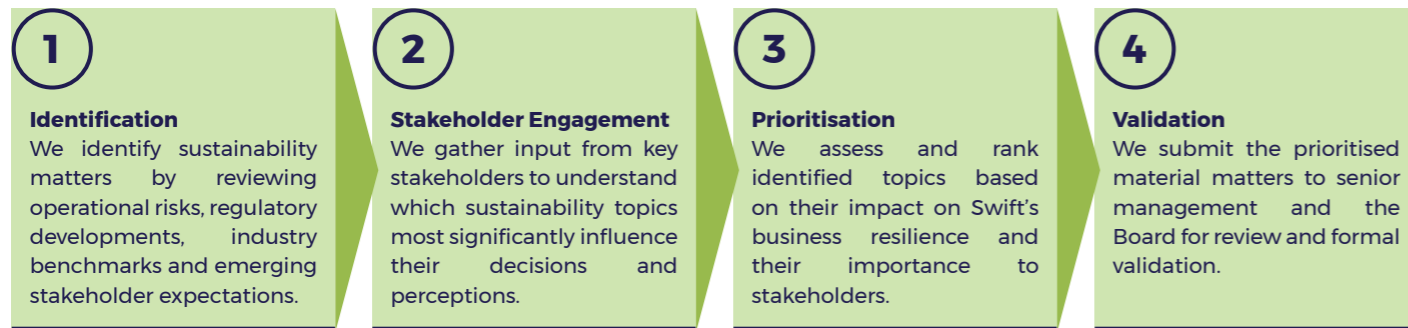
Materiality is central to how Swift identifies and prioritises the sustainability matters that influence our operational resilience, regulatory standing and long-term value creation.

As an integrated logistics provider operating across ports, highways, warehouses and cross-border corridors, our sustainability priorities are closely linked to safety, compliance, emissions management and operational efficiency. By understanding which ESG issues matter most to our stakeholders and to the sustainability of our business model, we ensure that our roadmap remains focused, practical and aligned with business strategy.

Our materiality assessment supports sharper integration between sustainability objectives and corporate planning. It guides resource allocation, risk management and performance monitoring, ensuring that sustainability considerations are embedded into how we operate and grow.

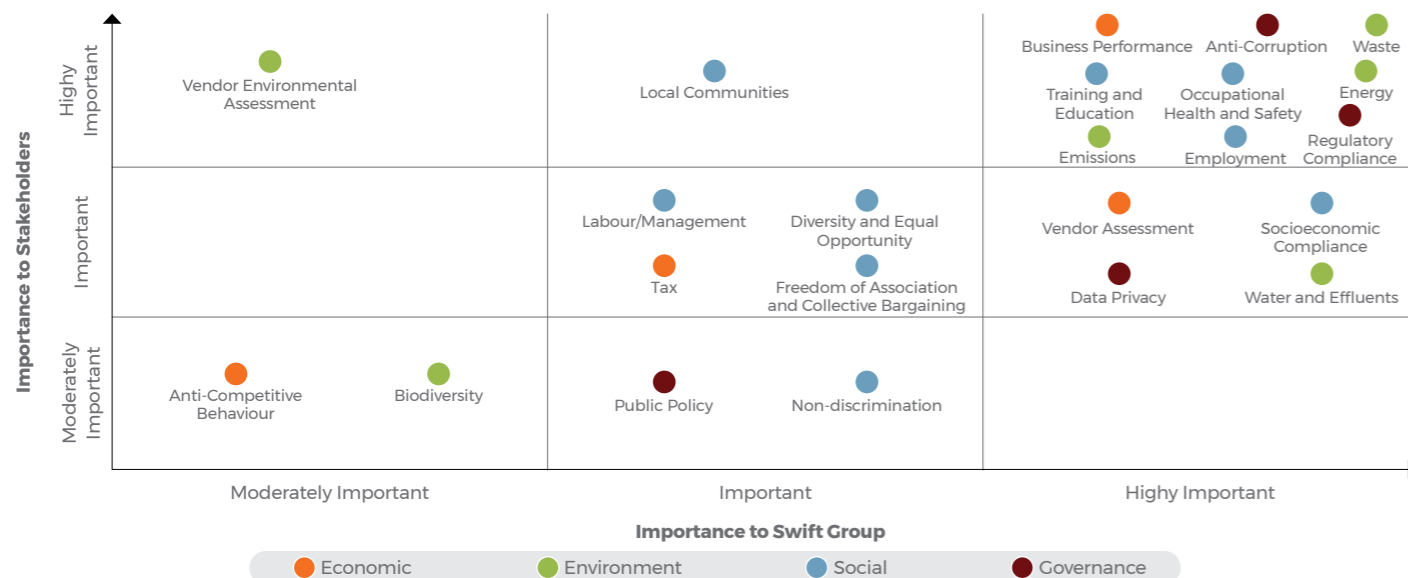
MATERIALITY ASSESSMENT PROCESS

Swift adopts a structured four-phase materiality assessment process designed to ensure alignment with business strategy, stakeholder expectations and regulatory developments. This process is overseen by Management and validated at the Board level.



MATERIALITY ASSESSMENT OUTCOMES




The FY2025 assessment identified 23 sustainability topics across economic, environmental, social and governance ("EESG") dimensions. Following the assessment, Management undertook a review and refinement of the material topics to ensure appropriate alignment with the Group's evolving governance structure, regulatory considerations and reporting priorities.







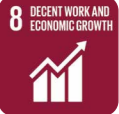
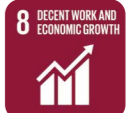
OUR MATERIAL MATTERS

Business Performance		Economic
DESCRIPTION : Sustaining profitability, operational efficiency and long-term financial resilience.		
IMPACT TO SWIFT	OUR RESPONSE	ALIGNMENT TO UN SDGS
<ul style="list-style-type: none"> Shareholder confidence Capital availability Strategic growth capacity 	<ul style="list-style-type: none"> Asset utilisation optimisation across fleet and warehousing Margin discipline through cost management Integration of common operating systems across divisions Expansion into higher-value segments (e.g., cold chain) 	 
Anti-Competitive Behaviour		Economic
DESCRIPTION : Fair competition practices and avoidance of anti-competitive conduct.		
IMPACT TO SWIFT	OUR RESPONSE	ALIGNMENT TO UN SDGS
<ul style="list-style-type: none"> Regulatory risk Market credibility 	<ul style="list-style-type: none"> Reinforcement of Code of Conduct Structured governance oversight Board-level compliance monitoring 	
Tax		Economic
DESCRIPTION : Transparent and compliant tax practices.		
IMPACT TO SWIFT	OUR RESPONSE	ALIGNMENT TO UN SDGS
<ul style="list-style-type: none"> Regulatory compliance Financial integrity 	<ul style="list-style-type: none"> Structured financial governance oversight Compliance with statutory reporting requirements Board review of financial performance 	
Vendor Assessment		Economic
DESCRIPTION : Evaluation of vendors and subcontractors for quality, compliance and integrity.		
IMPACT TO SWIFT	OUR RESPONSE	ALIGNMENT TO UN SDGS
<ul style="list-style-type: none"> Operational continuity Compliance exposure Service reliability 	<ul style="list-style-type: none"> Vendor Management Policy rollout Financial and background screening ABAC, Anti-Money Laundering Act ("AMLA") & Personal Data Protection Act 2010 ("PDPA") declarations Formal approval requirements 	 

Key Sustainability Matters

Emissions		Environment
DESCRIPTION : Emissions arising primarily from diesel-powered fleet operations and electricity consumption across warehouses, depots and other facilities.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Fuel cost sensitivity Customer ESG expectations Regulatory risk 	OUR RESPONSE <ul style="list-style-type: none"> Deployment of electric prime movers and electric light truck Euro 5 engines with AdBlue Idling reduction initiatives I-REC purchase for Scope 2 emissions 	ALIGNMENT TO UN SDGS   
Energy		Environment
DESCRIPTION : Energy consumption across fleet operations and facilities.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Direct cost driver Operational efficiency Emissions intensity 	OUR RESPONSE <ul style="list-style-type: none"> Solar panel installation at selected facilities Monitoring electricity consumption Fleet fuel efficiency initiatives 	ALIGNMENT TO UN SDGS   
Waste		Environment
DESCRIPTION : Management of operational waste across all Swift facilities.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Environmental footprint Regulatory compliance 	OUR RESPONSE <ul style="list-style-type: none"> Waste segregation practices Monitoring at Swift sites Engaged with approved vendor for waste disposal 	ALIGNMENT TO UN SDGS  
Water and Effluents		Environment
DESCRIPTION : Management of water usage and discharge at operational sites.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Environmental compliance Community impact 	OUR RESPONSE <ul style="list-style-type: none"> Monitoring of operational water use Compliance with local discharge requirements 	ALIGNMENT TO UN SDGS  

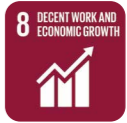


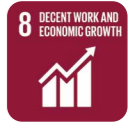



Key Sustainability Matters

Biodiversity		Environment
DESCRIPTION : Impact of operational footprint on surrounding ecosystems.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Land use responsibility Environmental reputation 	OUR RESPONSE <ul style="list-style-type: none"> Environmental compliance at facility development Structured infrastructure planning Monitoring within Health, Safety, Security, Environment and Quality ("HSSEQ") oversight 	ALIGNMENT TO UN SDGS 
Vendor Environmental Assessment		Environment
DESCRIPTION : Assessment of environmental practices within the supply chain.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Supply chain risk Customer sustainability expectations 	OUR RESPONSE <ul style="list-style-type: none"> Vendor due diligence processes Environmental declarations embedded within vendor approvals 	ALIGNMENT TO UN SDGS  
Occupational Health and Safety		Social
DESCRIPTION : Protection of employees and contractors across logistics operations.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Injury risk Operational disruption Insurance exposure 	OUR RESPONSE <ul style="list-style-type: none"> Practice of safe work procedure In-cab monitoring systems Zero-tolerance policy on seat belt and occlusion Blind spot detection systems Incident root cause analysis 	ALIGNMENT TO UN SDGS  
Employment		Social
DESCRIPTION : Workforce stability, fair employment practices and labour management.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Operational reliability Talent retention 	OUR RESPONSE <ul style="list-style-type: none"> KPI cascading framework Leadership pipeline development Workforce engagement programmes 	ALIGNMENT TO UN SDGS 

Key Sustainability Matters

Labour/Management Social		
DESCRIPTION : Constructive engagement between management and workforce.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Industrial harmony Productivity stability 	OUR RESPONSE <ul style="list-style-type: none"> Union engagement Regular employee feedback channels Grievance management 	ALIGNMENT TO UN SDGS  
Freedom of Association and Collective Bargaining Social		
DESCRIPTION : Respect for employees' rights to organise and engage collectively.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Labour relations Compliance integrity 	OUR RESPONSE <ul style="list-style-type: none"> Engagement with unions Structured dialogue sessions Compliance with labour regulations 	ALIGNMENT TO UN SDGS  
Diversity and Equal Opportunity Social		
DESCRIPTION : Equal employment opportunity and inclusive workforce participation.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Workforce sustainability Organisational culture 	OUR RESPONSE <ul style="list-style-type: none"> Recruitment of female drivers under Swift EmpowHER initiative Inclusion-focused programmes 	ALIGNMENT TO UN SDGS   
Non-discrimination Social		
DESCRIPTION : Prevention of discrimination in employment practices.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Workplace fairness Legal compliance 	OUR RESPONSE <ul style="list-style-type: none"> Reinforced Code of Conduct Human Resources ("HR") Human Rights and Labour practices policy HR policy controls Equal opportunity hiring initiatives 	ALIGNMENT TO UN SDGS  

Key Sustainability Matters

Socio-economic Compliance Social		
DESCRIPTION : Compliance with broader statutory, employment and socio-economic regulations.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Legal exposure Workforce legitimacy 	OUR RESPONSE <ul style="list-style-type: none"> Foreign worker compliance management Stamping Act compliance HR regulatory reinforcement 	ALIGNMENT TO UN SDGS  
Training and Education Social		
DESCRIPTION : Continuous upskilling of workforce and drivers.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Safety performance Operational competence 	OUR RESPONSE <ul style="list-style-type: none"> Defensive Driving Training Competency Certification Programme Technical System Rollout Training Functional and Soft Skills Training Leadership Training Digital Skills Training 	ALIGNMENT TO UN SDGS  
Local Communities Social		
DESCRIPTION : Impact of operations on surrounding communities and road users.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Social licence to operate Reputation 	OUR RESPONSE <ul style="list-style-type: none"> Road safety emphasis Corporate Social Responsibility ("CSR") initiatives Responsible neighbour commitment 	ALIGNMENT TO UN SDGS  
Regulatory Compliance Governance		
DESCRIPTION : Compliance with industry-related regulations.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Licence to operate Operational continuity 	OUR RESPONSE <ul style="list-style-type: none"> Load validation controls Compliance monitoring systems Quarterly Board oversight 	ALIGNMENT TO UN SDGS 

Key Sustainability Matters

Anti-Corruption		Governance
DESCRIPTION : Prevention of bribery, fraud and unethical conduct in commercial dealings.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Reputational risk Legal and regulatory exposure Investor trust 	OUR RESPONSE <ul style="list-style-type: none"> Enhanced ABAC training Vendor Management Policy implementation Reinforced Code of Conduct Defined Limit of Authority approval framework 	ALIGNMENT TO UN SDGS 
Data Privacy		Governance
DESCRIPTION : Protection of personal and operational data.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Customer trust Regulatory compliance 	OUR RESPONSE <ul style="list-style-type: none"> Strengthened cloud configurations Access governance controls PDPA declarations in vendor contracts 	ALIGNMENT TO UN SDGS 
Public Policy		Governance
DESCRIPTION : Engagement with regulatory and policy developments affecting logistics operations.		
IMPACT TO SWIFT <ul style="list-style-type: none"> Regulatory readiness Industry positioning 	OUR RESPONSE <ul style="list-style-type: none"> Ongoing monitoring of Ministry of Transport enforcement developments Engagement with regulatory authorities Board-level review of regulatory landscape 	ALIGNMENT TO UN SDGS  

From this assessment, the following matters were prioritised as most material due to their direct influence on operational continuity, compliance obligations and stakeholder confidence:

- Occupational Health and Safety;
- Road Safety;
- Regulatory Compliance;
- Greenhouse Gas ("GHG") Emissions;
- Business Performance and Operational Efficiency;
- Training and Talent Development;
- Anti-Corruption and Governance; and
- Data and Cyber Security.

These matters form the core focus of our sustainability management approach and are integrated into operational monitoring, risk management and strategic planning processes.

Economic Sustainability

Economic sustainability at Swift is anchored in disciplined capital stewardship, operational productivity and responsible growth. Rather than pursuing expansion for scale alone, the Group prioritises strengthening integration, enhancing asset efficiency and reinforcing financial resilience. This measured approach supports long-term value creation while maintaining operational stability across market cycles.

SUSTAINABLE VALUE CREATION

Swift creates economic value by reinforcing operational depth before pursuing outward expansion. Rather than prioritising rapid scale alone, the Group focuses on improving integration, utilisation and execution consistency across our multi-service platform.

In FY2025, the Group maintained disciplined oversight across key operational levers, including optimising fleet utilisation and productivity, advancing cross-divisional systems integration, accelerating automation within warehousing operations and expanding into higher-value logistics segments such as cold chain services. This approach reflects a deliberate shift towards capability-led growth, where operational strength underpins long-term scalability.



We track key operational efficiency indicators to monitor the effectiveness of our value creation approach:

	FY2023	FY2024	FY2025
Asset Turnover Ratio	0.41	0.42	0.44

These indicators demonstrate the Group's continued focus on improving asset efficiency and utilisation across our operations, supporting more disciplined capital deployment and sustained performance over time.

Sustainable value creation for Swift is measured not only by financial outcomes, but by the durability of our operating platform and ability to deliver consistent service performance across economic cycles.

Economic Sustainability

CAPITAL DISCIPLINE & FINANCIAL RESILIENCE

The logistics sector requires continuous reinvestment in fleet, infrastructure and technology. Swift adopts a measured and phased investment approach, ensuring that expansion initiatives align with operational readiness and balance sheet strength.

In FY2025, capital allocation decisions were guided by a clear focus on strengthening core capabilities while maintaining financial discipline. Investments were directed towards enhancing strategic infrastructure, including cold chain capabilities and warehouse automation, while continuing to maintain asset quality and fleet reliability across operations. At the same time, we progressed digital integration and safety-related technologies to improve operational control, visibility and service consistency.

Alongside these investments, the Group has maintained prudent gearing and disciplined capital deployment, ensuring that growth initiatives did not outpace operational capacity or financial resilience. Portfolio optimisation initiatives were also undertaken to enhance capital efficiency and improve financial flexibility. Capital expenditure and gearing levels remained disciplined during the year, supporting the Group's balanced approach to investment and financial resilience.

This balanced approach reflects our emphasis on capability-led growth, where capital is deployed to strengthen integration, improve utilisation and reinforce long-term operating performance rather than pursue expansion for scale alone.

Through this disciplined capital framework, Swift is able to sustain investment in strategic priorities while preserving financial stability, reinforcing our resilience amid regulatory pressures, cost volatility and evolving market conditions.

For more details on our business strategy, please refer to the Management Discussion and Analysis section from pages 24 to 35.



OPERATIONAL PRODUCTIVITY & ASSET OPTIMISATION

Operational efficiency remains central to economic sustainability. With more than 1,600 prime movers and extensive warehouse and depot infrastructure, productivity improvements generate both financial and environmental benefits.

Key initiatives undertaken during the year include:

Continued rollout of common operating systems across divisions

Deployment of AI-enabled fleet monitoring through the G7 Fleet Management System

Warehouse automation initiatives, including Automated Storage and Retrieval Systems ("ASRS") and shuttle racking technologies

Preventive maintenance programmes to reduce downtime and enhance asset longevity

By strengthening integration and visibility, the Group enhances coordination across container haulage, land transportation, forwarding and warehousing operations, reducing fragmentation and improving cost discipline.

Economic Sustainability

Vendors who fail to meet required standards are removed from the approved vendor list. In addition, Swift continues to prioritise local sourcing as part of our commitment to supporting regional economic development and strengthening supply chain resilience. By engaging local vendors and service providers, the Group contributes to job creation, builds stronger business ecosystems and enhances operational responsiveness across our network.

	FY2023	FY2024	FY2025
Percentage of local suppliers (%)	98%	98%	98%

In FY2025, 98% of procurement spending was directed towards local suppliers, reflecting the Group's sustained focus on local vendor engagement. While marginally lower than previous years, this remains consistent with Swift's strategy to balance local sourcing with operational requirements, including specialised services and capabilities where necessary.

Maintaining a high proportion of local procurement supports faster service turnaround and greater operational flexibility, while strengthening vendor relationships and accountability across the supply chain. It also reduces exposure to potential disruptions and contributes to positive economic spillover within the communities where Swift operates.

RESPONSIBLE PROCUREMENT & VENDOR GOVERNANCE

Swift recognises that supply chain integrity directly influences service reliability and compliance standards. The Group maintains structured vendor assessment processes to ensure quality, cost efficiency and ethical conduct across our procurement ecosystem.

To reinforce procurement discipline, Swift has implemented:

A formal Vendor Management Policy

Annual vendor performance evaluations covering price competitiveness, service capability, quality and HSE compliance

Financial and background screening of vendors and subcontractors

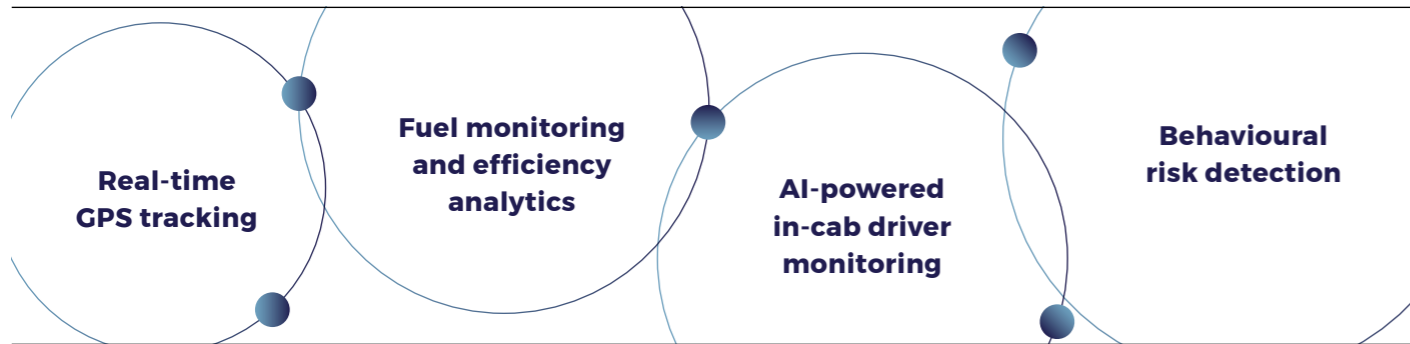
Sustainability checklist covering environmental and ethical considerations

ABAC, AMLA and PDPA declarations embedded within vendor onboarding

Economic Sustainability

STRATEGIC PARTNERSHIPS & INNOVATION-DRIVEN EFFICIENCY

Economic sustainability is further supported through partnerships that enhance operational efficiency and technological capability. During the year, we strengthened our collaboration with Doric Technology Solutions Sdn. Bhd. for the deployment of the G7 Fleet Management System across our nationwide fleet. This system integrates:



By leveraging data analytics, the system enables proactive risk mitigation, improved fleet utilisation and reduced fuel wastage. These enhancements contribute directly to both cost discipline and safety performance.

Strategic collaborations, including development partnerships within green-certified logistics hubs, further position the Group to scale responsibly while maintaining financial prudence.

CUSTOMER-CENTRIC ECONOMIC SUSTAINABILITY

Swift's long-term economic performance is underpinned by customer trust and service reliability. Maintaining high service standards strengthens recurring demand, stabilises revenue streams and enhances brand equity.

The Group continues to conduct annual customer satisfaction assessments aligned with ISO 9001:2015 standards to evaluate service reliability, responsiveness and flexibility, compliance with HSSEQ standards and ease of engagement.

	FY2023	FY2024	FY2025
Customer Satisfaction Rating	4.4	4.2	4.1

By aligning operational excellence with measurable performance indicators, Swift ensures that economic growth remains supported by sustained customer confidence.

ECONOMIC OUTLOOK

Looking ahead, Swift remains focused on strengthening integration depth, advancing digital enablement and maintaining disciplined capital deployment. The Group's economic sustainability strategy is anchored in balance, combining operational reliability, financial prudence and structured innovation.

As regulatory standards rise and customer expectations evolve, the ability to execute consistently within a disciplined governance framework will remain the defining factor of long-term value creation.



Environmental Stewardship

Environmental stewardship at Swift is guided by structured governance oversight, clear accountability and disciplined operational controls. As a logistics operator with extensive fleet, warehousing and depot operations across Malaysia, Thailand and Singapore, we recognise that environmental risks and resource consumption are inherent to our business model. Accordingly, environmental management is embedded within our broader HSSEQ framework and aligned with the Group's strategic priorities.

ENVIRONMENTAL GOVERNANCE & POLICY FRAMEWORK

The Board retains ultimate oversight of sustainability matters, including environmental performance and risk exposure. Management, supported by the Group's HSSEQ function and respective business unit leads, is responsible for implementation, monitoring and regulatory compliance. Environmental performance indicators, including emissions, energy use, waste generation and water consumption, are tracked and consolidated centrally for review.

Swift's Environmental Policy outlines our commitment to:

Compliance with all applicable environmental laws and regulations
Continuous improvement in environmental performance
Responsible energy and resource management
Pollution prevention and waste minimisation
Integration of environmental considerations into operational planning and capital allocation decisions

These commitments are operationalised through established management systems and certifications, including ISO 14001:2015 Environmental Management System certification across key facilities. Internal audits, site inspections and periodic management reviews support ongoing compliance and performance improvement.

Environmental matters identified through our materiality assessment, including Emissions, Energy, Waste, Water and Effluents, Biodiversity and Vendor Assessment, inform the prioritisation of initiatives and resource allocation. This ensures that our environmental strategy remains aligned with stakeholder expectations, regulatory developments and the evolving operating landscape.

As we continue to scale our integrated logistics platform, environmental governance will remain focused on balancing operational growth with disciplined environmental risk management, cost efficiency and long-term resilience.

CLIMATE & CARBON MANAGEMENT

Emissions Profile

As an integrated logistics operator, Swift's primary environmental exposure arises from fuel consumption across our vehicle fleet. Direct emissions from diesel-powered prime movers and supporting vehicles represent the Group's largest source of GHG emissions.

For FY2025, Scope 1 emissions, derived primarily from diesel usage in container haulage and land transportation operations, accounted for approximately 93% of the Group's total carbon footprint. Scope 2 emissions arise from purchased electricity used at warehouses, depots, workshops and offices. Scope 3 emissions, currently measured for selected categories including employee commuting, business travel and waste generated, represent a smaller but monitored portion of total emissions.

The Group continues to strengthen our carbon accounting processes in alignment with the GHG Protocol, with internal review mechanisms in place to support data integrity and progressive scope expansion where feasible.

Environmental Stewardship

Performance Data

The Group's three-year emissions performance is outlined below:

Category	FY2023	FY2024	FY2025
Scope 1 (tCO₂e)			
Diesel	134,660	138,061	129,891
Liquified Petroleum Gas ("LPG")	323	497	535
Petrol (Company car)	71	54	38
Total Scope 1	135,054	138,612	130,464
Emissions Intensity (tCO ₂ e/km)	0.00111 ¹	0.00111 ¹	0.00103
Scope 2 (tCO₂e)			
Total Scope 2	2,747	2,930	2,889
Emissions Intensity (tCO ₂ e/kWh)	0.000523 ¹	0.000474 ¹	0.000457
Scope 3 (tCO₂e)			
Employees Commuting	5,412	6,408	5,358
Business Travel	589	385	590
Waste	434	383	412
Total Scope 3	6,435	7,176	6,360
Total Emissions	144,236	148,718	139,713

¹ Prior year data has been restated due to a methodology refinement in the calculation of Scope 1 and Scope 2 carbon intensity for FY2023 and FY2024.

In FY2025, Swift recorded total emissions of 139,713 tCO₂e, reflecting a reduction from FY2024 levels despite continued operational activity. This improvement was primarily driven by lower Scope 1 emissions, which declined to 130,464 tCO₂e, supported by enhanced fuel efficiency and operational optimisation across the fleet. Scope 2 emissions remained relatively stable at 2,889 tCO₂e, while Scope 3 emissions decreased to 6,360 tCO₂e, with lower employee commuting emissions partially offset by fluctuations in business travel and waste-related emissions. Overall, the FY2025 performance indicates early progress in managing emissions while maintaining operational throughput.

From an efficiency perspective, the Group recorded continued improvements in carbon intensity, with Scope 1 intensity reducing to 0.00103 tCO₂e/km and Scope 2 intensity improving to 0.000457 tCO₂e/kWh. These improvements, relative to prior years, reflect the impact of ongoing optimisation efforts and a more disciplined approach to managing emissions per unit of activity. As emissions remain closely linked to business scale in the logistics sector, Swift continues to prioritise intensity-based indicators to better track performance and guide operational decision-making.

Environmental Stewardship

Operational Initiatives

The improvements in emissions performance and carbon intensity in FY2025 were supported by a series of targeted operational initiatives aimed at enhancing efficiency while maintaining service reliability:

FLEET EFFICIENCY OPTIMISATION

Ongoing route optimisation, improved load planning and enhanced telematics monitoring to improve fuel efficiency

EXPANSION OF EV

Gradual deployment of electric prime movers and electric light trucks across selected routes and warehouse operations

IN-HOUSE CHARGING INFRASTRUCTURE

Deployment of dedicated EV charging infrastructure to support early-stage fleet electrification

NO-IDLING POLICY ENFORCEMENT

Reinforcement of idle reduction practices across operational sites to reduce fuel consumption

ECO-DRIVING TRAINING

Structured driver training programmes focused on fuel-efficient driving and improved road safety

WAREHOUSE ENERGY OPTIMISATION

Integration of energy-efficient lighting and progressive solar adoption across suitable facilities

Collectively, these initiatives contributed to improved fuel efficiency and lower emissions intensity in FY2025, while supporting operational reliability and cost discipline. Beyond emissions management, these efforts also enhance asset productivity, reduce fuel consumption and strengthen long-term operating margins.



Carbon Intensity & Outlook

Given the Group's business model, absolute emissions are influenced by throughput volume, fleet deployment and warehouse expansion. As Swift continues to grow, Management's priority is to moderate carbon intensity through sustained operational efficiency and a gradual transition of our asset base, rather than pursue absolute reductions that may not reflect underlying business activity levels.

Building on the operational improvements achieved in FY2025, the Group will continue advancing fleet renewal and selective electrification, while further strengthening fuel monitoring through enhanced telematics and analytics capabilities. Solar energy adoption will be expanded across suitable warehouse assets, alongside ongoing efforts to improve the accuracy and coverage of Scope 3 emissions measurement. In parallel, Management will evaluate realistic medium-term carbon intensity reduction targets aligned with operational feasibility and business growth.




Swift remains committed to balancing growth with disciplined carbon management, recognising that efficiency gains and emissions mitigation are increasingly interconnected with customer expectations, regulatory developments and long-term competitiveness.

Environmental Stewardship

ENERGY MANAGEMENT

Energy Profile

Energy consumption at Swift is primarily derived from:

<p>Diesel usage across the Group's transportation fleet (captured under Scope 1 emissions)</p> 	<p>Purchased electricity used to power warehouses, depots, workshops and office facilities (Scope 2)</p> 	<p>Limited renewable energy generation through on-site solar installations</p> 
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While fuel consumption represents the largest energy component of the Group's operations, electricity usage across warehouse facilities and support infrastructure is an increasingly material consideration as we expand our logistics footprint.

Energy Performance

The Group's three-year energy consumption profile is summarised below:

Energy Consumption	FY2023	FY2024	FY2025
Total Electricity Consumption (MWh)	4,777	5,410	5,296
Year-on-year change (%)	-	13	(2)
Renewable Energy Contribution (%)	10	12	16

In FY2025, Swift recorded total electricity consumption of 5,296 MWh, reflecting a slight reduction from FY2024 levels despite continued operational activity. This moderation indicates early gains from energy efficiency and optimisation initiatives across the Group's operations, particularly in warehouse and facility management. While energy demand remains closely linked to operational scale, the FY2025 performance demonstrates improved discipline in managing consumption relative to activity levels.

At the same time, the Group continued to strengthen our renewable energy adoption, with contributions increasing to 16% in FY2025, up from prior years. This upward trend reflects ongoing efforts to integrate cleaner energy sources into operations, supporting a gradual transition towards a more sustainable energy mix while maintaining operational growth.

Operational Energy Efficiency Initiatives

The improvement in energy consumption trends and renewable energy contribution in FY2025 was supported by a series of targeted operational initiatives across the Group's logistics network:

<p>WAREHOUSE & FACILITY OPTIMISATION</p> <ul style="list-style-type: none"> Installation of LED lighting across warehouse facilities Smart switching and timed lighting controls Swift Hour energy-saving initiative to reduce non-essential power usage Progressive installation of rooftop solar panels at viable sites 	<p>FLEET & TRANSPORT EFFICIENCY</p> <ul style="list-style-type: none"> Deployment of telematics systems for fuel monitoring Driver behaviour analytics to reduce excess fuel usage Route optimisation to reduce unnecessary mileage 	<p>ELECTRIFICATION SUPPORT</p> <ul style="list-style-type: none"> Integration of EV charging stations Energy management planning to optimise charging schedules and minimise grid load impact
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Collectively, these initiatives contributed to improved energy efficiency and a slight reduction in electricity consumption observed in FY2025, while supporting the continued increase in renewable energy contribution. Beyond environmental outcomes, these measures also enhance cost efficiency, improve asset productivity and strengthen operational resilience.

Environmental Stewardship

Energy Outlook

As we expand our warehousing and cold chain operations, energy demand is expected to increase. Management's focus will therefore remain on improving energy efficiency per square foot and per unit of operational output.

Building on the progress achieved in FY2025, the Group will continue to expand renewable energy deployment where commercially viable, enhance monitoring granularity across business units and leverage automation systems to optimise warehouse energy performance. In parallel, Management will evaluate medium-term energy intensity reduction targets aligned with operational feasibility and business growth.

Energy management remains central to Swift's strategy of integrating sustainability with cost discipline and long-term operational resilience.

WASTE MANAGEMENT

Waste Governance & Management Approach

Effective waste management is integral to Swift's environmental stewardship, particularly given the operational scale of our fleet, warehouses and depots. Waste is generated across logistics operations, maintenance activities, packaging processes and general facility management, requiring a structured and consistent approach to ensure proper handling and regulatory compliance.

The Group adopts a governance-led waste management framework anchored in adherence to the Environmental Quality Act 1974 and the Scheduled Wastes Regulations 2005. This is supported by centralised data consolidation across business units, engagement of licensed contractors for waste handling and disposal and periodic monitoring and oversight by the Group's HSSEQ function to ensure consistent implementation across operations.

Through this framework, Swift ensures the proper identification, segregation, storage, transportation and disposal of both hazardous and non-hazardous waste. This structured approach not only supports regulatory compliance but also enhances operational discipline and strengthens environmental performance across the Group's logistics network.

Waste Profile & Performance

The Group's waste generation arises from our logistics operations, maintenance activities, packaging processes and general facility management. Waste streams are categorised into non-hazardous waste, which includes

general operational and packaging materials and hazardous waste, comprising scheduled wastes generated from workshops, maintenance activities and operational processes.

Total waste generated and diverted from disposal is monitored annually, with performance trends assessed to identify opportunities for reduction and improved resource efficiency.

Waste Metrics	FY2023	FY2024	FY2025
Waste Generation (MT)			
Non-hazardous	1,595	1,409	1,542
Hazardous	123	133	164
Total Waste Generated	1,718	1,542	1,706
Waste Management (MT)			
Total Waste Directed to Disposal	715	615	684
Total Waste Diverted from Disposal	1,003	927	1,022
Waste Diversion Rate (%)	58.38	60.12	59.91

In FY2025, Swift recorded total waste generation of 1,706 MT, representing an increase from FY2024 levels. This was driven by higher operational activity and maintenance-related outputs, particularly within hazardous waste streams, which increased to 164 MT. Non-hazardous waste also rose to 1,542 MT, reflecting the scale of logistics and warehouse operations during the year.

Despite the increase in total waste generated, we improved our waste diversion performance, with 1,022 MT of waste diverted from disposal and a corresponding increase in diversion rate to 59.91%. This reflects ongoing efforts to strengthen recycling practices, waste segregation and recovery initiatives across business units. Waste directed to disposal remained relatively controlled at 684 MT, indicating improved efficiency in managing waste streams despite higher volumes. At an operational level, these efforts include targeted recycling initiatives, such as the recovery of used cooking oil from canteen operations, where approximately 0.71 tonnes were collected and channelled to an approved vendor for biodiesel production.

Overall, FY2025 performance demonstrates early progress in balancing operational growth with improved waste management practices, particularly in enhancing diversion rates and reducing reliance on disposal.

Environmental Stewardship

Operational Initiatives & Circular Practices

The improvements in waste diversion performance observed in FY2025 were supported by a combination of operational, behavioural and circular economy initiatives implemented across the Group's logistics network. These initiatives focus on reducing waste at source, improving material recovery and strengthening accountability across the waste management value chain.

<p>TYRE CIRCULARITY PROGRAMME</p> <p>Damaged truck tyres are sent to the Group's internal retread facility for refurbishment in accordance with MS 224:2005 standards. Tyres unsuitable for retreading are responsibly recycled through licensed vendors and repurposed for alternative applications, reducing landfill waste while extending asset life.</p>	<p>RECYCLING & MATERIAL SEGREGATION</p> <p>Recycling programmes are implemented across warehouses and offices for paper, cardboard and other recyclable materials. Scheduled wastes are segregated and stored in designated areas before disposal via approved transporters in compliance with regulatory requirements.</p>
<p>DIGITALISATION & PAPER REDUCTION</p> <p>Digital documentation systems and shipment management platforms reduce reliance on physical paperwork, contributing to waste minimisation and improved operational efficiency.</p>	<p>VENDOR OVERSIGHT</p> <p>All waste vendors are required to hold valid licences and comply with applicable regulations. Waste documentation and traceability are maintained to ensure accountability throughout the disposal process.</p>

Capacity Building & Compliance

To reinforce waste management discipline and regulatory compliance, the Group continues to invest in workforce capability and operational oversight. This includes scheduled waste handling training, chemical safety and spill response programmes and regular site walkabouts and inspections across business units. Ongoing guidance and monitoring ensure that waste-related risks are managed proactively and consistently.

Collectively, these measures strengthen environmental risk management while reinforcing operational discipline and compliance across the Group's logistics network.

Waste Strategy & Outlook

As the Group expands warehousing and fleet footprint, waste management remains embedded within operational planning. Management's focus is on improving efficiency at source while strengthening recovery and diversion outcomes.

Building on the progress achieved in FY2025, Swift will continue to enhance waste segregation practices, expand diversion from landfill through strengthened recycling partnerships and improve data consolidation to support greater transparency in performance tracking. In parallel, we will explore additional circular initiatives within fleet maintenance operations to further reduce waste intensity.

We recognise that effective waste management supports not only environmental protection, but also operational efficiency, cost optimisation and long-term business resilience.

Environmental Stewardship

WATER & EFFLUENTS

Water Governance & Risk Context

Water is not a primary input in Swift's logistics operations. However, responsible water management remains embedded within the Group's broader environmental stewardship approach. Water usage is largely operational in nature, arising from warehouse and depot sanitation, office facilities and vehicle and equipment cleaning.

The Group's operations are predominantly located in non-water-stressed areas and water usage does not pose a significant operational risk. Nevertheless, Swift maintains structured oversight to ensure responsible consumption and compliance with applicable regulations. Water management is integrated within the Group's HSSEQ framework, with consumption monitored across business units and reported periodically for management review.

Water Consumption Performance

The Group monitors total water usage annually to identify trends and support conservation efforts.

Water Consumption	FY2023	FY2024	FY2025
Total Water Usage (ML)	149	160	162

In FY2025, total water consumption was 162 ML, reflecting a slight increase from FY2024 levels in line with expanded operational activity, including warehouse utilisation and workforce growth. Given the operational nature of water usage, consumption trends remain closely linked to business scale rather than process inefficiencies.

Despite this increase, water usage continues to be actively monitored, with management maintaining a focus on minimising unnecessary consumption and ensuring responsible usage across facilities. As the Group continues to expand, water efficiency will remain part of facility-level operational management, particularly within warehouse and depot operations.

Water Efficiency Initiatives

The slight increase in water consumption in FY2025 was managed through a series of practical, facility-level initiatives aimed at reducing avoidable usage and improving operational discipline across sites.

<p>LEAK MONITORING & PROMPT RECTIFICATION</p> <p>Employees are encouraged to report facility leaks through internal reporting channels, enabling timely rectification and minimising unnecessary water loss.</p>
<p>WATER-EFFICIENT FIXTURES</p> <p>Progressive replacement of conventional faucets with water-saving models across selected facilities supports improved consumption efficiency.</p>
<p>BEHAVIOURAL AWARENESS</p> <p>Water conservation reminders are displayed at key usage points within offices and depots to promote mindful consumption among employees.</p>
<p>DRAIN MAINTENANCE & FLOOD PREVENTION</p> <p>Proactive drain cleaning programmes are conducted at operational sites to reduce flood risks during periods of heavy rainfall, safeguarding facilities and ensuring operational continuity.</p>

Collectively, these initiatives support better control over water usage across facilities, reinforcing operational discipline and reducing avoidable consumption despite increased activity levels in FY2025.

Environmental Stewardship

Effluent Management

Effluent generation from Swift's operations remains limited and is primarily associated with facility maintenance and vehicle washing activities. Where applicable, wastewater discharge is managed in compliance with local environmental regulations.

The Group adheres to established procedures for handling maintenance-related by-products, ensuring that any scheduled waste arising from these activities is properly managed and disposed of through approved channels. In FY2025, no significant effluent-related non-compliance incidents were recorded.

Outlook & Continuous Improvement

While water is not currently identified as a high-priority material matter, the Group recognises that responsible resource management remains an evolving stakeholder expectation.

Looking ahead, Swift will focus on strengthening monitoring consistency across all operational sites, integrating water efficiency considerations into new warehouse developments and exploring additional efficiency technologies where operationally viable. This approach ensures that water management practices continue to evolve alongside the Group's operational footprint. We remain committed to supporting our growth trajectory with responsible and efficient resource management practices.

ENVIRONMENTAL RISK & RESILIENCE

Environmental Risk Management Framework

Environmental risks are integrated within the Group's enterprise risk management and HSSEQ frameworks, where they are assessed in relation to operational continuity, regulatory compliance, asset integrity and evolving stakeholder expectations.

Key environmental risk considerations include climate-related physical risks such as flooding and extreme weather events, transition risks arising from decarbonisation and regulatory developments, compliance risks linked to emissions and scheduled waste management and reputational risks associated with environmental incidents. Oversight is conducted at the Management level, with established escalation mechanisms to senior leadership and the Board where required.

Climate & Physical Risk Preparedness

Given the Group's operational footprint across Malaysia, Thailand and Singapore, resilience planning remains a key priority in maintaining service continuity under changing environmental conditions. Key risks include flooding in high-rainfall regions, extreme heat affecting fleet and warehouse operations and infrastructure disruptions impacting transport routes.

During FY2025, these risks were reflected in operational realities, including flooding incidents affecting the Group's Thailand operations, which disrupted road transport activities in certain areas. In response, Swift continues to strengthen our mitigation approach through preventive drain maintenance and site inspections, enhanced fleet monitoring systems to optimise routing and minimise disruptions and embedded emergency response protocols within operational standard operating procedures ("SOPs"). Collectively, these measures reinforce the Group's ability to maintain service reliability and operational resilience under increasingly variable environmental conditions.

Regulatory & Compliance Risk

Environmental regulatory requirements continue to evolve, particularly in relation to emissions standards, scheduled waste management and sustainability reporting expectations. The Group maintains a proactive approach to managing regulatory risk, supported by periodic compliance reviews, engagement with licensed contractors for waste handling and internal monitoring of emissions and energy data.

Swift also maintains ISO 14001-certified Environmental Management Systems across our operations, ensuring that environmental controls and processes remain aligned with regulatory requirements and industry best practices. This structured approach supports consistent compliance while strengthening governance and accountability across the Group.

Building Long-Term Resilience

As expectations around decarbonisation and sustainable logistics continue to evolve, Swift recognises that environmental resilience is not solely defensive, but increasingly strategic. Investments in fleet transition, solar energy integration, warehouse efficiency and digital monitoring systems are strengthening the

Group's ability to manage carbon exposure, reduce fuel dependency and improve cost predictability, while reinforcing confidence among customers, regulators and stakeholders.

These initiatives reflect a broader shift towards embedding resilience within core operations, where environmental considerations are integrated into day-to-day decision-making rather than treated as standalone measures. In doing so, we enhance our ability to adapt to changing regulatory, market and environmental conditions. Environmental resilience is therefore positioned not only as a risk mitigation tool, but as a driver of operational capability and long-term competitiveness.

ENVIRONMENTAL AWARENESS & COMMUNITY ENGAGEMENT

Cultivating an Environmental Culture

Environmental performance at Swift is reinforced through employee awareness, capability building and the integration of sustainability into daily operations. The Group promotes responsible environmental behaviour across our workforce through structured training programmes, resource-efficiency practices at operational sites and the embedding of sustainability considerations into routine decision-making.

Employees are also supported in adapting to new technologies, including telematics systems and EV operations, ensuring that environmental initiatives are not only implemented but operationally embedded across the Group.



Environmental Stewardship

Community Responsiveness

Swift recognises that environmental stewardship extends beyond our own operations to the communities in which we operate. In FY2025, the Group carried out 14 community engagement initiatives, benefiting more than 1,400 individuals with a total investment of over RM75,000.

These initiatives reflect Swift's commitment to supporting local communities while addressing environmental awareness and social well-being in areas surrounding our operational footprint.

For more information on our community initiatives, please refer from pages 76 to 79 of this report.

Voluntary Environmental Contributions

Beyond regulatory compliance, Swift continues to participate in environmental initiatives that support ecosystem preservation and resource conservation. During the year, the Group contributed to a mangrove tree planting initiative at Taman Rekreasi Paya Bakau Sijangkang, planting 100 mangrove trees with participation from senior management and employees, supporting coastal ecosystem restoration and biodiversity enhancement.

Employees also participated in beach clean-up activities across multiple locations, collecting more than 790kg of marine litter, contributing to improved coastal conditions and raising awareness on marine pollution. In addition, the Group organised collection drives for reusable items, including clothing and soft toys, donating over 480kg to local charities, supporting both recycling efforts and community needs. Collectively, these initiatives reflect Swift's broader commitment to environmental stewardship within the communities it serves.

Industry Collaboration

Swift actively engages with industry associations and sustainability platforms to promote environmental best practices across the logistics sector. In FY2025, we strengthened our participation through initiatives such as our involvement in the Operation Clean Sweep ("OCS") programme under the Malaysian Plastics Manufacturers Association ("MPMA"), reinforcing our commitment to responsible material handling and environmental stewardship.

Beyond this, Swift continues to contribute to regional logistics associations, ESG-related initiatives and knowledge-sharing platforms, supporting the advancement of industry-wide standards while strengthening collaboration across the value chain.

Through our role as an OCS signatory, Swift supports industry efforts to prevent the release of plastic pellets, flakes and powders into the environment, aligning our operational practices with recognised global standards. This reflects the Group's broader approach of embedding sustainability considerations into day-to-day logistics operations.

We also collaborate with business partners to advance shared sustainability and social impact priorities. During the year, the Group engaged with key partners, including the IKEA Group, through initiatives such as the Swift EmpowHER programme, which focuses on empowering women in the logistics sector. These partnerships reflect a broader commitment to working alongside stakeholders to drive inclusive and sustainable industry development across the logistics value chain.

Beyond this, Swift continues to contribute to regional logistics associations, ESG-related initiatives and knowledge-sharing platforms, supporting the advancement of industry-wide standards while strengthening collaboration across the value chain.

Collectively, these engagements reinforce our role in shaping a more sustainable logistics ecosystem, while enhancing our internal capabilities and alignment with evolving regulatory and stakeholder expectations.

People and Culture

PEOPLE STRATEGY & WORKFORCE OVERVIEW

Building a Capable & Future-Ready Workforce

Swift's operational scale and integrated logistics model are fundamentally powered by our people. As a fleet-intensive organisation operating across multiple regions, the Group recognises that workforce capability, discipline and engagement are critical to sustaining service reliability and long-term growth. Our people strategy is anchored on three core priorities:

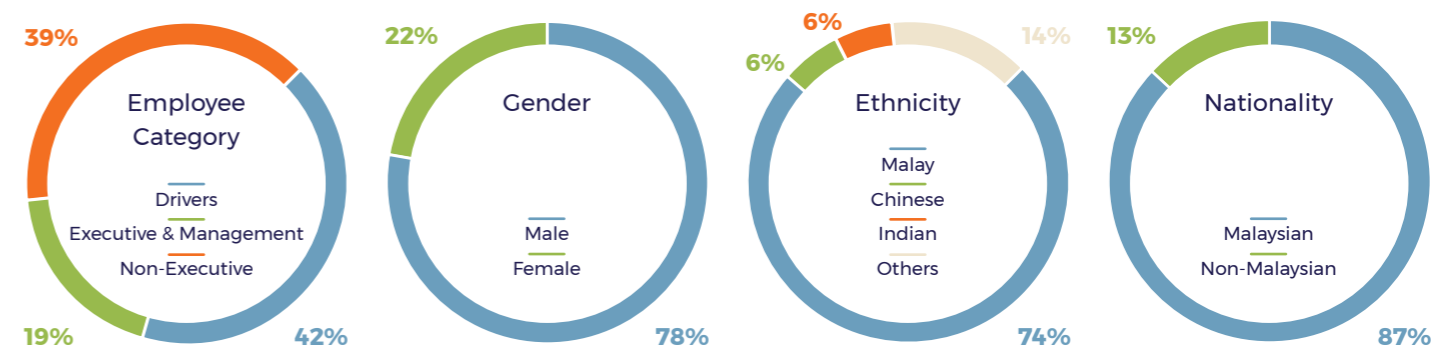


By aligning workforce planning with business expansion, the Group ensures that talent development, safety and engagement remain embedded within our growth trajectory.

Workforce Composition

As at 31 December 2025, the Group employed approximately 4,023 employees across Malaysia, Thailand and Singapore. Swift's workforce reflects the operational nature of our business, with drivers and frontline operational teams forming a significant proportion of total headcount.

Operational workforce remains central to service delivery, while Executive and Management functions provide strategic oversight, governance, compliance and continuous improvement across business units. The Group's workforce composition and demographic profiles for FY2025 are summarised below:



Age Group

Aged 18-29	1,159	Aged 30-39	1,292	Aged 40-49	965	Aged 50-59	533	Above 60	74
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Total Employees **4,023**

People and Culture

Workforce Stability & Retention

The Group continues to monitor workforce trends, including employee turnover and contractor proportions, to support organisational stability and long-term operational resilience. As we expand our warehousing footprint and fleet operations, workforce planning remains closely aligned with business growth and evolving operational demands.

	FY2023	FY2024	FY2025
Turnover by Employee Category			
Executive and above	106	147	110
Non-executive and above	223	339	348
Drivers	339	472	438
Total	668	958	896
Percentage of Workforce (%)			
Contractors/Temporary employees	5.9	3.2	7.6

In FY2025, total employee turnover declined to 896, from 958 in the financial year ended 31 December 2024 ("FY2024"), indicating improved workforce stability following a period of expansion. This was driven by lower turnover among drivers and senior employees, while turnover within non-executive roles remained elevated, reflecting ongoing workforce adjustments in line with operational scaling.

The proportion of contractors and temporary employees increased to 7.6%, providing additional flexibility to support business growth and fluctuating operational requirements. These trends reflect the Group's continued efforts to balance workforce stability with operational agility, ensuring that talent deployment remains responsive to business needs.

Strategic Workforce Planning

As the Group continues to expand our logistics network and enhance fleet capabilities, workforce planning is conducted in parallel to ensure sufficient skills availability, leadership depth and operational readiness.

This includes aligning recruitment with expansion requirements, strengthening internal promotion pathways, identifying future leadership needs and enhancing driver competency pipelines to support service delivery across key operational segments. By integrating workforce planning with broader business strategy, Swift aims to build a resilient and future-ready talent base capable of sustaining long-term operational performance.

TALENT DEVELOPMENT & CAPABILITY BUILDING

Building Skills for Operational Excellence

Swift recognises that workforce capability is a critical enabler of service reliability, safety performance and operational efficiency. As an integrated logistics provider operating across multiple business segments, the Group adopts a structured approach to training and professional development to ensure our workforce remains competent, adaptable and future-ready.

Training priorities are aligned with operational risk management requirements, regulatory and safety standards, business unit competency needs and leadership succession planning, while also supporting the development of digital and technological capabilities across the organisation. This integrated approach ensures that workforce development remains embedded within the Group's broader strategic and operational planning.

People and Culture



Training Investment & Performance

We continue to invest in workforce capability enhancement, with average training hours per employee reaching 8.78 hours in FY2025. Training participation spans operational, technical, administrative and management functions, ensuring broad organisational coverage.

	FY2023	FY2024	FY2025
Total Training Sessions Conducted	175	293	420
Total Training Cost (RM'000)	945	971	1,024
Total Participants Involved	2,172	3,463	5,211 ¹
Total Training Days	357	483	571
Training Hours			
Executive and above	10,874	13,552	14,357
Non-executive and above	8,607	10,002	11,271
Driver	5,156	6,945	9,760
Total Training Hours	24,637	30,499	35,388

¹ The total number of training participants exceeds the total number of staff, as employees may attend multiple training programmes throughout the year. Therefore, the figure represents total training attendances rather than the number of unique employees trained.

In FY2025, the Group recorded a significant increase in training activity, with total training sessions rising to 420 and total participants reaching over 5,200, reflecting expanded engagement across business units. Total training hours increased to 35,388, with notable growth across all employee categories, particularly among drivers, where training hours rose to 9,760, supporting operational safety and performance.

Training investment also increased to RM1.02 million, reinforcing the Group's commitment to continuous capability development. Overall, these trends indicate a more structured and scaled approach to workforce development, aligned with the Group's operational growth and evolving skill requirements.

People and Culture

Structured Training Framework

Swift's training programmes are organised into four core pillars, designed to support both operational execution and long-term capability development across the Group.

<p>FUNCTIONAL & TECHNICAL COMPETENCY</p> <ul style="list-style-type: none"> Supply chain management systems Finance and administrative capability Technical and mechanical training Electrical and electronic systems Welding and equipment management 	<p>HEALTH, SAFETY & REGULATORY TRAINING</p> <ul style="list-style-type: none"> Forklift safety Occupational First Aid Chemical spill response Driver competency programmes HSE compliance and emergency preparedness
<p>LEADERSHIP & SUPERVISORY DEVELOPMENT</p> <ul style="list-style-type: none"> Supervisor development programmes Team leadership training Management capability building Succession pipeline development 	<p>SOFT SKILLS & PROFESSIONAL GROWTH</p> <ul style="list-style-type: none"> Communication skills Professional etiquette Business presentation capabilities Workplace motivation and engagement

This structured framework enables the Group to address immediate operational requirements, including safety, technical capability and regulatory compliance, while simultaneously building leadership depth and professional competencies to support future growth. By aligning training programmes across these pillars, Swift ensures that workforce capability development remains consistent, scalable and closely linked to business needs.

Driver Competency & Professional Standards

Given that drivers represent a significant proportion of the Group's workforce, targeted competency development remains a key priority. Driver-focused initiatives are designed to strengthen both safety performance and operational reliability across the fleet.

These initiatives include internal competency assessments, defensive driving and safety training, in-cab surveillance-based coaching and regulatory compliance programmes aligned with road safety standards. This structured approach ensures that drivers are equipped with the necessary skills, awareness and discipline to operate safely and efficiently within increasingly complex operating environments.

Collectively, these efforts reinforce Swift's commitment to maintaining high safety standards while supporting consistent service delivery across our logistics operations.

Performance Appraisal & Development Alignment

The Group conducts structured annual performance appraisals across our workforce to ensure alignment between individual performance, capability development and organisational objectives. Through this process, employee goals are linked to business priorities, skill gaps are identified and addressed and training plans are tailored to evolving operational needs. High-potential employees are also identified to support internal progression and leadership continuity.

In FY2025, approximately 75% of employees underwent formal performance evaluations. Post-training effectiveness is assessed through follow-up evaluations, enabling the Group to measure competency improvements and continuously refine our development programmes.

Talent Pipeline & Internal Progression

Swift prioritises internal mobility and career progression to strengthen succession readiness and institutional continuity.

	FY2023	FY2024	FY2025
Internal Promotions	156	159	110
Management Trainees	4	1	1
Internships	150	132	160

In FY2025, internal promotions normalised to 110, reflecting a more selective approach to advancement following the higher promotion levels in FY2024. At the same time, internship intake increased to 160, indicating a stronger focus on early talent development and pipeline building. Management trainee intake remained stable, supporting targeted leadership development at entry levels.

These trends reflect the Group's balanced approach to talent management, where immediate leadership needs are complemented by longer-term pipeline development. By strengthening internal talent pathways, Swift enhances continuity while reducing reliance on external hiring for critical roles.

Outlook

As the logistics industry continues to evolve through digitalisation, regulatory change and decarbonisation, workforce capability remains central to Swift's competitive positioning. Looking ahead, the Group will focus on enhancing digital and systems training, strengthening leadership succession frameworks, expanding driver upskilling initiatives and improving the accessibility and relevance of training programmes across the organisation.

Swift remains committed to cultivating a resilient and skilled workforce capable of supporting our long-term operational and strategic ambitions.

People and Culture

LEADERSHIP, ENGAGEMENT & ORGANISATIONAL CULTURE

Leadership as a Cultural Anchor

Swift recognises that leadership behaviour plays a defining role in shaping organisational culture. As the Group continues to expand our operational footprint, strengthening leadership capability and communication remains critical to maintaining alignment, discipline and accountability across business units.

The Group fosters a leadership culture grounded in clear communication of strategic priorities, accountability in execution, ethical conduct and cross-functional collaboration. Leaders are expected to translate strategy into actionable direction while creating a safe, inclusive and performance-oriented working environment.

Structured Engagement Platforms

Employee engagement at Swift is supported through structured platforms designed to strengthen alignment between management and frontline teams. These include annual business planning sessions, cross-functional operational meetings, budget and performance review forums and regular departmental briefings.

Through these platforms, employees are provided with visibility into organisational priorities, while management gains timely feedback from operational teams. This two-way engagement supports better decision-making, reinforces accountability and ensures that strategy is effectively translated into execution.

Culture Assessment & Continuous Improvement

Swift recognises that building a resilient organisational culture requires continuous evaluation and adaptation. Following the Group's organisational culture survey, key improvement areas were identified in leadership communication, employee empowerment, workplace trust and clarity in career development pathways.

In response, targeted initiatives continue to be implemented to strengthen workplace cohesion and reinforce a performance-driven culture. Looking ahead, a comprehensive Employee Satisfaction Survey is planned for 2026/2027 to further enhance data-driven engagement strategies and support continuous cultural development across the Group.

People and Culture

Recognition & Performance Culture

Swift fosters a culture of recognition to reinforce positive behaviours, accountability and consistent performance standards across our workforce. Recognition mechanisms are designed not only to acknowledge contributions but to strengthen alignment with operational, safety and performance expectations.

These include employee appreciation programmes, driver performance awards and leadership-led recognition platforms that highlight achievements across business units. In addition, structured performance bonus schemes are implemented to reward employees who meet or exceed KPIs, operational targets and safety standards. These incentives reinforce accountability, productivity and consistent performance across the organisation.

Collectively, these initiatives are positioned not as standalone or celebratory activities, but as structured mechanisms to drive operational excellence, safety adherence and professional standards.

Building a Cohesive Workplace

Beyond formal performance and engagement platforms, Swift promotes organisational cohesion through initiatives that strengthen collaboration and knowledge-sharing across business units.

These include team-building programmes, cross-regional collaboration activities and internal knowledge-sharing platforms that facilitate the exchange of operational insights and best practices. Through these efforts, the Group aims to reduce siloed working practices, strengthen alignment and foster a more unified organisational culture.

Cultural Outlook

As the Group continues to evolve, maintaining a disciplined, inclusive and performance-oriented culture remains a strategic priority. Looking ahead, Swift will focus on strengthening leadership communication, enhancing feedback loops between management and frontline teams, embedding culture-related metrics within performance management systems and reinforcing behavioural standards aligned with corporate values.

By integrating leadership, recognition and engagement mechanisms, Swift aims to sustain an organisational culture that supports operational resilience, workforce alignment and long-term growth.

DIVERSITY, INCLUSION & WORKPLACE INTEGRITY

Fostering an Inclusive & Respectful Workplace

Swift is committed to maintaining a workplace built on fairness, dignity and equal opportunity. In an industry traditionally characterised by gender and role imbalances, the Group recognises the importance of strengthening diversity while ensuring that inclusive practices are embedded within day-to-day operations.

Diversity and inclusion efforts are guided by the Group's Human Rights & Labour Practices Policy, Code of Conduct & Business Ethics ("CCBE") and Employee Handbook and Collective Agreement. These frameworks establish clear expectations on ethical conduct, workplace behaviour and employee rights, reinforcing a zero-tolerance stance towards discrimination, harassment, forced labour and unethical practices.

Workforce Diversity Profile

As at 31 December 2025, the Group's workforce composition reflects the operational nature of the logistics sector, while demonstrating gradual progress in strengthening diversity across different levels of the organisation.

	FY2023	FY2024	FY2025
Female representation within the workforce	817	836	874
Female representation at senior management level	13	13	19
Female representation at Board level	3	3	3

In FY2025, female representation within the workforce increased to 874 employees. This included a rise in female drivers from 43 in the previous year to 63, supported by the Swift EmpowHER initiative. Further progress was also observed at the Senior Management level, where female representation increased to 19. Board-level representation remained stable, reflecting continued oversight and diversity in governance.

People and Culture

While the logistics sector remains male-dominated, the Group continues to support broader participation through equitable access to recruitment, promotion and professional development opportunities. The workforce also reflects Malaysia's multicultural composition, supporting an inclusive working environment across both operational and corporate functions.

Equal Opportunity & Fair Treatment

Swift promotes merit-based advancement and equitable treatment across all employment categories. The Group's approach is guided by principles of fairness, inclusion and accountability, ensuring that employment practices are consistently applied across the organisation.

These principles are embedded in areas such as non-discrimination in hiring and promotion, equal pay for equal work, freedom of association and collective bargaining, transparent performance appraisal processes, workplace safety and employee well-being as well as the protection of human rights and access to formal grievance mechanisms.

CONSISTENT ETHICAL WORKPLACE RECORD

Swift maintains a strong track record in upholding workplace integrity. Across the financial year ended 31 December 2023 ("FY2023"), FY2024 and FY2025, the Group recorded **ZERO reported cases of discrimination or harassment, with no identified cases of forced labour or child labour during the reporting period.**

This record reflects the effectiveness of the Group's governance frameworks and our continued emphasis on ethical conduct, accountability and a respectful working environment.



Human Rights Governance

Employee well-being at Swift is underpinned by strict adherence to Malaysian labour laws and internationally recognised standards. The Group's workforce is protected under key regulatory frameworks, including the Employment Act 1955, Industrial Relations Act 1967, Occupational Safety and Health Act 1994 and the Minimum Retirement Age Act 2012.

The Group's Human Rights & Labour Practices Policy establishes clear prohibitions against child labour, forced or compulsory labour, human trafficking, workplace harassment and retaliation against whistleblowers. These standards are reinforced through mandatory annual briefings covering human rights principles, sexual harassment prevention, ethical conduct, reporting mechanisms and data privacy obligations.

Grievance & Reporting Mechanisms

Swift maintains formal grievance channels to ensure that employee concerns are addressed promptly, fairly and confidentially. Reporting avenues include direct engagement with supervisors or HR, structured grievance procedures and established whistleblowing mechanisms.

All reported cases are investigated in accordance with defined procedures to ensure impartiality and accountability. Through these processes, the Group continues to strengthen transparency in reporting and reinforce employee confidence in our governance and grievance systems.

People and Culture

EMPLOYEE WELL-BEING & BENEFITS

Supporting Physical, Mental & Financial Well-Being

Swift recognises that employee well-being is closely linked to operational performance, safety outcomes and workforce stability. In a logistics environment where operational roles, particularly drivers, are exposed to significant physical and psychological demands, safeguarding well-being remains a core priority.

The Group adopts a structured approach to employee support, encompassing medical and insurance coverage, health surveillance and monitoring, workplace wellness initiatives and targeted support mechanisms for operational employees. In addition, financial well-being is supported through initiatives such as salary advance programmes (BOLT), providing employees with greater flexibility in managing short-term financial needs.

Beyond structured well-being programmes, Swift provides employees with access to on-site facilities designed to support physical and social well-being. These include staff canteens offering meals at selected locations, gym facilities at certain premises and participation in the Kelab Rekreasi Swift Central Selangor, which organises sports and recreational activities such as badminton, futsal, bowling, hiking and team-based events.

Collectively, these measures are designed to enhance workforce resilience, strengthen engagement and support long-term retention across the organisation.

Medical Coverage & Insurance Protection

Swift provides comprehensive healthcare and insurance coverage to employees, including clinical and hospitalisation benefits, Group Term Life Assurance and Group Personal Accident insurance. These benefits are designed to provide financial protection and peace of mind for employees and their families, reinforcing workforce security and stability.

	FY2023	FY2024	FY2025
Percentage of workforce covered by medical benefits	100%	100%	100%

In FY2025, medical coverage remained at 100% of the workforce, reflecting the Group's continued commitment to ensuring equitable access to healthcare benefits across all employee categories.

Driver-Focused Welfare Initiatives

Given that drivers constitute a significant proportion of the workforce, targeted well-being initiatives are implemented to address the specific physical and operational demands of their roles. While employee well-being programmes are available across the organisation, additional focus is placed on drivers due to their exposure to fatigue-related risks and extended operational hours.

These initiatives include structured rest periods and leave entitlements, access to on-site facilities in key operational regions, health screenings and medical surveillance as well as performance-based recognition programmes.

By prioritising driver welfare, the Group aims to reduce fatigue-related risks, enhance safety outcomes and support consistent service delivery across our logistics operations.

People and Culture

Health Surveillance & Preventive Monitoring

The Group conducts periodic health surveillance to identify potential health risks and support early intervention, particularly for employees in operational roles.

	FY2023	FY2024	FY2025
Employees underwent health surveillance	729	1,685	1,333
Drivers	498	1,435	905

In FY2025, more than 1,300 employees underwent health surveillance, including over 900 drivers, reflecting continued prioritisation of workforce health despite a normalisation from FY2024's elevated levels. This sustained level of monitoring supports early detection of health risks and reinforces the Group's proactive approach to employee well-being and operational safety.

Wellness & Engagement Initiative

During FY2025, Swift continues to prioritise employee well-being and engagement programmes through a structured range of initiatives across our operations. These included health screenings, blood donation drives, mental health awareness sessions, financial literacy programmes delivered in collaboration with the Social Security Organisation ("SOCSO") and *Kumpulan Wang Simpanan Pekerja* ("KWSP") and ergonomics talks and assessments. To further strengthen internal capability, employees were trained as certified first aiders, while selected employees were equipped to conduct ergonomic risk assessments at operational sites.

Employee engagement was further reinforced through fitness, recreational and social initiatives, including the Swift Fun Run Klang Valley, Sports Day, team-based activities and wellness challenges such as step and fitness programmes. Social and cultural events, including annual dinners and festive celebrations, also contributed to strengthening employee connection and organisational cohesion.

Collectively, these initiatives reflect Swift's commitment to fostering a healthy, active and engaged workforce, supporting both employee well-being and a strong organisational culture.

Workforce Stability Indicators

Employee well-being outcomes are closely linked to workforce stability metrics, which the Group continues to monitor to support retention and operational continuity.

	FY2023	FY2024	FY2025
Overall turnover rate	17.70%	23.50%	21.83%
Driver turnover rate	19.85%	26.61%	25.14%
Contractors and temporary workforce proportion	237	130	304

In FY2025, the overall turnover rate moderated to 21.83%, while driver turnover remained elevated at 25.14%, reflecting ongoing workforce pressures within operational roles. At the same time, the proportion of contractors and temporary workers increased, providing additional flexibility to support business growth and operational demands.

These trends highlight the importance of continued investment in employee well-being, engagement and targeted workforce strategies, particularly within frontline operational segments where stability directly impacts service reliability.

OCCUPATIONAL HEALTH, SAFETY & ENVIRONMENT

Safety as an Operational Priority

Swift's operations span fleet transportation, warehousing, freight forwarding and container handling. Given the scale and nature of these activities, occupational health and safety remain a critical operational priority, directly linked to service reliability and workforce well-being.

People and Culture

The Group adopts a structured HSE approach focused on preventing workplace incidents, strengthening driver safety standards, ensuring regulatory compliance and reinforcing accountability across all levels of the organisation. Safety considerations are embedded within daily operational procedures, fleet management practices and facility oversight across business units.

In addition to workplace safety, Swift promotes safe commuting practices through initiatives such as Safe Riding Training programmes conducted in collaboration with the Malaysian Road and Transportation Safety Association ("MRTSA"). During the year, selected drivers also underwent specialised certification, including Hazardous Material Transport Permit training to support cross-border and regulated transport operations, strengthening the Group's capability in handling higher-risk logistics activities.

HSE Governance & Management Framework

The Group's HSE framework is overseen by the Group's HSSEQ function, supported by designated safety personnel across operational sites. This structure ensures that HSE risks are systematically managed and embedded within daily operations.

Swift maintains key certifications that directly support our HSE management approach, including ISO 14001 Environmental Management Systems, ISO 39001 Road Traffic Safety Management Systems and ISO 45001 Occupational Health and Safety Management Systems. These certifications reinforce the Group's commitment to maintaining structured environmental controls, strengthening road safety practices and safeguarding employee well-being across our logistics operations.

The framework is supported by structured processes, including periodic site inspections, risk assessments and hazard identification, SOPs, incident investigation and root cause analysis and corrective and preventive action tracking. Safety performance is regularly monitored and reviewed at the management level to support continuous improvement.

Safety Performance & Indicators

The Group tracks key occupational health and safety indicators to monitor performance and identify areas for improvement.

	FY2023	FY2024	FY2025
No. of Work-Related injuries ¹	30	47	44
No. of Work-Related Fatalities	1*	0	0
No. of Accidents	402	400	371
Total Vehicle Accident Rate ²	1.01	1.04	1.03
Loss Time Injury ("LTI") Frequency ³	2	2.21	1.78

¹ Work-Related Injury (LTI and Non-LTI): Includes injuries with medical leave of four (4) days or less (Non-LTI) and those resulting in more serious outcomes (LTI).

² Total Vehicle Accident Rate: The total number of vehicle accidents reported per one million kilometres driven.

³ LTI (Lost Time Injury): The sum of fatalities, permanent total disability, permanent partial disability and loss of workday cases.

* Health-Related Reasons: One (1) case was attributed to health-related reasons.

In FY2025, Swift recorded 44 work-related injuries, a slight decrease from FY2024, while maintaining zero work-related fatalities for the second consecutive year. The total number of accidents declined to 371, reflecting improved operational control and risk mitigation across the Group's logistics network.

The Total Vehicle Accident Rate remained stable at 1.03, while the Loss Time Injury Frequency ("LTIF") improved to 1.78, indicating progress in reducing the severity and impact of workplace incidents. While incident levels remain closely linked to operational scale and fleet activity, these trends reflect continued efforts to strengthen safety practices and minimise operational risk exposure.

People and Culture



Road Safety & Fleet Risk Management

Given the Group's fleet of approximately 1,600 prime movers, road safety remains a key operational priority. Swift adopts a structured approach to managing fleet-related risks, integrating technology, training and compliance into our daily operations.

This includes the use of telematics and route monitoring systems to enhance visibility, in-cab surveillance systems to monitor driver behaviour, defensive driving programmes and periodic driver competency assessments. These measures are complemented by ongoing compliance monitoring with load and weight regulations, ensuring adherence to safety standards across transport operations. Through this integrated approach, the Group enhances oversight, improves driver accountability and reduces exposure to road-related incidents.

Incident Management & Continuous Improvement

All safety incidents are investigated through structured root cause analysis processes to identify corrective and preventive actions. Lessons learned are communicated across business units to minimise recurrence and strengthen operational discipline.

The Group continues to enhance our safety management approach by monitoring recurring risk patterns, refining operational procedures and improving data transparency. Ongoing improvements in reporting systems also support more timely and informed decision-making, reinforcing real-time safety oversight across operations.

External Recognition & Industry Benchmarking

Swift's commitment to safety performance continues to be recognised through industry awards and certifications. Between FY2024 and FY2025, the Group received multiple HSE-related recognitions, reinforcing our position as a disciplined and safety-focused logistics operator.

These recognitions reflect the consistent implementation of structured safety systems and practices, underscoring the Group's commitment to maintaining high safety standards across our operations.

Community & Social Impact

Swift recognises that sustainable growth extends beyond operational performance to the well-being of the communities in which it operates. Through our CSR arm, SwiftKasih, the Group delivers structured community programmes aligned with our operational footprint, sustainability priorities and areas where it can create meaningful, localised impact.



Community Impact Strategy

Given the nature of our logistics operations, we focus our community initiatives on areas along our transport routes and near operational hubs, particularly where road safety risks and community exposure are higher. This targeted approach ensures that resources are directed towards communities most directly connected to the Group's activities.

Community initiatives are guided by annual planning and structured funding allocations, enabling a more consistent and outcome-oriented approach to community engagement.

Community Investment & Reach

	FY2023	FY2024	FY2025
Total community investment	RM39,000	RM49,000	RM76,000
Total beneficiaries reached	296	2,079	1,462

In FY2025, total community investment increased to RM76,000, reflecting an expanded commitment to community initiatives. The Group reached 1,462 beneficiaries, representing a more targeted approach compared to FY2024, where broader outreach was undertaken.

While beneficiary numbers moderated, the Group's focus has shifted towards delivering more localised and relevant interventions, ensuring that programmes are aligned with community needs and operational context. Community engagement metrics continue to be monitored to strengthen accountability and improve programme effectiveness over time.

Community & Social Impact

Education & Youth Development

Swift prioritises education and youth development as a key pillar of our community engagement strategy, recognising the importance of building long-term community resilience and supporting industry readiness.

The Group's initiatives focus on improving awareness, safety and exposure to the logistics sector. These include school-based road safety education programmes, public awareness efforts targeting motorists on driver fatigue and road safety risks as well as structured internship and management trainee programmes that provide practical industry exposure. Through initiatives such as Swift Education Tours, the Group also bridges academia and industry, offering students first-hand insights into logistics operations.

Collectively, these programmes aim to enhance career awareness, strengthen technical understanding and prepare future talent for roles within the logistics sector, while addressing safety considerations relevant to the Group's operations.

Health & Well-Being Outreach

Swift's health-focused initiatives are designed to support vulnerable communities while promoting preventive awareness and well-being. In FY2025, the Group implemented programmes focused on supporting underprivileged families and vulnerable groups through targeted community outreach and festive initiatives. These efforts prioritise dignity, accessibility and meaningful engagement, ensuring that support is delivered in a way that is relevant to community needs rather than through one-off charitable activities.

Environmental & Road Safety Initiatives

Aligned with Swift's operational risk profile, community road safety remains a key focus area. The Group conducted targeted awareness programmes addressing risks associated with our logistics operations, including blind spot hazards around prime movers, pedestrian safety in high-traffic industrial zones and microsleep prevention among motorists.

In parallel, environmental outreach initiatives were carried out to promote conservation and environmental responsibility. These included tree planting activities, coastal clean-up programmes and local conservation efforts aimed at strengthening environmental awareness within surrounding communities.

Collectively, these initiatives reflect Swift's approach of aligning community engagement with our operational footprint, ensuring that outreach efforts are both relevant and impact-driven.

Volunteerism & Employee Participation

Employee volunteerism remains central to Swift's community engagement model, reflecting a culture of shared responsibility across the organisation. In FY2025, 343 employees participated in volunteer activities across multiple regions, with active involvement from leadership teams. This broad-based participation strengthens ownership of community initiatives while fostering stronger connections between employees and the communities they serve.

Through structured volunteer programmes, Swift continues to embed community engagement within our organisational culture, reinforcing both employee engagement and long-term social impact.



Sustainability Governance

Sustainability Governance

Swift recognises that effective sustainability governance is fundamental to long-term value creation. Oversight of sustainability matters is anchored at the Board level, with Management responsible for implementation across business units.

Governance Framework & Oversight

The Board provides strategic direction and oversight on material sustainability matters, including ESG risks and opportunities. Sustainability performance is reviewed periodically to ensure alignment with corporate strategy, regulatory requirements and stakeholder expectations.

At the management level, sustainability responsibilities are embedded across key functions, including Operations, Human Resources, Finance, Compliance and HSSEQ. This integrated structure ensures that sustainability considerations are incorporated into operational decision-making rather than treated as standalone initiatives.

Regulatory Compliance & Policy Framework

Swift maintains a structured governance framework supported by documented policies, SOPs and internal controls to ensure consistent compliance across our operations.

Key policies include the CCBE, Code of Conduct for Business Partners ("CCBP"), ABAC Policy, Whistleblowing Policy, Human Rights & Labour Practices Policy, Information Technology ("IT") Security Policy and HSSEQ-related policies. These frameworks establish clear expectations on ethical conduct, regulatory compliance and responsible business practices.

In FY2025, we continued to strengthen our compliance processes through mandatory declarations under the CCBP, enhanced Know Your Counterparty ("KYC") procedures, regular internal audits across business units and periodic corruption risk assessments. Collectively, these measures reinforce accountability, transparency and ethical business conduct across the Group's operations.

Anti-Corruption & Ethical Conduct

Swift upholds a zero-tolerance approach towards corruption, bribery and unethical conduct, supported by our ABAC framework. This framework incorporates periodic corruption risk assessments, mandatory employee training, disciplinary measures for breaches and a secure whistleblowing channel for reporting misconduct. These controls are designed to ensure that ethical standards are consistently upheld across all levels of the organisation and throughout our business relationships.

	FY2023	FY2024	FY2025
Percentage of operations assessed for corruption-related risks	100%	100%	100%
Confirmed incidents of corruption	0	0	0
Legal cases related to corruption	0	0	0

In FY2025, 100% of operations were assessed for corruption-related risks, with zero confirmed incidents of corruption and no legal cases recorded. This sustained track record reflects the effectiveness of the Group's internal controls and our continued emphasis on ethical business conduct.

Swift remains committed to maintaining a culture of integrity, ensuring that both employees and business partners adhere to the highest ethical standards.

Whistleblowing & Accountability

The Group maintains a formal Whistleblowing Policy that provides employees and stakeholders with a confidential and secure channel to report suspected misconduct, unethical behaviour or regulatory breaches.

All reports are handled independently and investigated in accordance with established procedures to ensure transparency, fairness and protection against retaliation. This structured approach reinforces accountability and strengthens confidence in the Group's governance processes.

	FY2023	FY2024	FY2025
Number of whistleblowing reports received	0	0	0
Confirmed cases	0	0	0
Actions taken	0	0	0

Whistleblowing activity is monitored to identify trends and reinforce internal controls, ensuring that concerns are addressed promptly and appropriately across the organisation.

Data Protection & Cybersecurity Governance

Swift recognises data protection as both a legal obligation and a critical governance priority. The Group's IT Security Policy establishes controls over data confidentiality and integrity, access management, incident response and system protection against cybersecurity threats.

	FY2023	FY2024	FY2025
Substantiated data privacy breaches	0	0	0
Significant data losses	0	0	0

In FY2025, the Group maintained a strong data protection record, with zero substantiated data privacy breaches or significant data losses recorded. This reflects the robustness of our cybersecurity controls and risk management practices.

Regular cybersecurity awareness briefings are conducted to strengthen employee vigilance against emerging digital threats. Through continuous improvement of our systems and protocols, we remain focused on enhancing system resilience and safeguarding stakeholder information.



Risk Management & Internal Control

Sustainability-related risks are integrated within the Group's broader enterprise risk management framework, ensuring that ESG considerations are systematically identified, assessed and managed alongside operational and financial risks.

Key risk areas monitored include regulatory non-compliance, environmental incidents and disaster-related risks, workplace safety risks, corruption exposure and data security threats. These risks are continuously evaluated in relation to their potential impact on operational continuity, compliance obligations and stakeholder expectations.

To mitigate these risks, the Group implements a structured system of internal controls, including regular internal audits, management walkabouts and periodic compliance reviews across business units. These are supported by HSSEQ monitoring systems, employee training and awareness programmes and ongoing policy updates to reflect evolving regulatory and operational requirements.

Through this integrated approach, Swift maintains disciplined risk oversight while strengthening our ability to respond to emerging risks, ensuring operational continuity and long-term organisational resilience.

Statement of Assurance

The Group has undertaken an internal validation of selected sustainability disclosures presented in this Sustainability Statement for FY2025.

This internal review was conducted to enhance the reliability, consistency and transparency of the Group's environmental data and related disclosures, particularly in relation to GHG emissions.

SCOPE AND SUBJECT MATTER

The scope of the internal validation covered selected environmental disclosures, including:

- Scope 1 and Scope 2 GHG emissions data
- Scope 1 and Scope 2 emissions intensity metrics
- Selected Scope 3 emissions data and underlying sources
- Calculation methodologies, assumptions and emission factors applied

The review also included an assessment of data aggregation processes and supporting documentation used in the preparation of the disclosures.

RESPONSIBILITIES

The preparation and presentation of the sustainability information, including GHG emissions data, is the responsibility of the Group's management.

The internal validation process was performed by the Group Finance function, which is responsible for reviewing the completeness, consistency and methodological alignment of the reported data.

METHODOLOGY AND REVIEW APPROACH

The internal validation process included the following procedures:

- Reviewing data collection methodologies and consolidation processes;
- Assessing the consistency of reported data across business units;
- Verifying the application of calculation methodologies and emission factors;
- Checking the aggregation of emissions data and intensity metrics; and
- Evaluating alignment with recognised reporting frameworks and internal guidelines.

This process was conducted using internally available data and supporting documentation.

LIMITATIONS

This internal validation does not constitute an independent external assurance engagement and was not conducted in accordance with international assurance standards.

The review was limited to the scope defined above and relied on data and information provided by relevant business units within the Group.

CONCLUSION

Based on the internal validation performed, the Group Finance function is satisfied that the selected GHG emissions data and related disclosures are prepared on a consistent basis and are aligned with the methodologies and assumptions applied by the Group.

The Group remains committed to strengthening its data management and reporting processes to support enhanced transparency and future assurance readiness.

Bursa Malaysia CSI Platform

Date & Time: 2026-04-21_09:09:35
FYE 31/12/2025

Swift Haulage Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category: Executive and above	Percentage (%)	90	100%	No assurance
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category: Non-executive	Percentage (%)	94	100%	No assurance
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category: Driver	Percentage (%)	94	100%	No assurance
Bursa (Anti-corruption)	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage (%)	100	100%	No assurance
Bursa (Anti-corruption)	Bursa C1(c) Confirmed incidents of corruption and action taken	Number of confirmed incidents	0	0	No assurance
Bursa (Community/Society)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	75,933	No target	No assurance
Bursa (Community/Society)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number of beneficiaries	1,462	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender for each employee category: Executive and above - Male	Percentage (%)	53	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender for each employee category: Executive and above - Female	Percentage (%)	47	No target	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender for each employee category: Non-Executive - Male	Percentage (%)	71	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender for each employee category: Non-Executive - Female	Percentage (%)	29	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender for each employee category: Driver - Male	Percentage (%)	96	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender for each employee category: Driver - Female	Percentage (%)	4	Target to achieved 10% by next few years	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Executive and Above (18 - 29)	Percentage (%)	21	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Executive and Above (30 - 39)	Percentage (%)	33	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Executive and Above (40 - 49)	Percentage (%)	27	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Executive and Above (50 - 59)	Percentage (%)	17	No target	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Executive and Above (Above 60)	Percentage (%)	2	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Non-Executive (18 - 29)	Percentage (%)	47	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Non-Executive (30 - 39)	Percentage (%)	28	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Non-Executive (40 - 49)	Percentage (%)	16	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Non-Executive (50 - 59)	Percentage (%)	7	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Non-Executive (Above 60)	Percentage (%)	2	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Driver (18 - 29)	Percentage (%)	15	No target	No assurance

Bursa Malaysia CSI Platform

Date & Time: 2026-04-21 09:09:35
FYE 31/12/2025

Swift Haulage Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(b) Percentage of employees by age group for each employee category: Driver (30 - 39)	Percentage (%)	35	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Driver (40 - 49)	Percentage (%)	30	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Driver (50 - 59)	Percentage (%)	18	No target	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age group for each employee category: Driver (Above 60)	Percentage (%)	2	No target	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender - Male	Percentage (%)	70	No target	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender - Female	Percentage (%)	30	30% female representation in the Board of Directors	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group: (30 - 39)	Percentage (%)	10	No target	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group: (40 - 49)	Percentage (%)	10	No target	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group: (50 - 59)	Percentage (%)	10	No target	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-21 09:09:35

Page 4 of 7

Bursa Malaysia CSI Platform

Date & Time: 2026-04-21 09:09:35
FYE 31/12/2025

Swift Haulage Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group: (Above 60)	Percentage (%)	70	No target	No assurance
Bursa (Energy Management)	Bursa C4(a) Total energy consumption	Gigajoules (GJ)	19,065	No target	No assurance
Energy Management	Energy Purchased from Grid	Percentage (%)	84	No target	No assurance
Energy Management	Renewable Energy	Percentage (%)	16	No target	No assurance
Bursa (Health and safety)	Bursa C5(a) Number of work-related fatalities	Number of fatalities	0	0	No assurance
Bursa (Health and safety)	Bursa C5(b) Lost time incident rate	Rate	1.78	No target	No assurance
Bursa (Health and safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number of employees	3,032	No target	No assurance
Labour practices and standards	Total man-day of training by employee category: Staff	Number of man-day per staff per year	1.72	2 man-days per staff per year	No assurance
Labour practices and standards	Total man-day of training by employee category: Driver	Number of man-day per driver per year	1.08	1 man-day per driver per year	No assurance
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category: Executive and above	Number of training hours	14,357	No target	No assurance
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category: Non-Executive	Number of training hours	11,271	No target	No assurance
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category: Driver	Number of training hours	9,760	No target	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-21 09:09:35

Page 5 of 7

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Labour practices and standards)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage (%)	76	No target	No assurance
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category: Executive and above	Number of employee turnover	110	No target	No assurance
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category: Non-Executive	Number of employee turnover	348	No target	No assurance
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category: Driver	Number of employee turnover	438	No target	No assurance
Bursa (Labour practices and standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number of substantiated complaints	0	0	No assurance
Bursa (Supply chain management)	Bursa C7(a) Proportion of spending on local suppliers	Percentage (%)	98	No target	No assurance
Bursa (Data privacy and security)	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number of substantiated complaints	0	0	No assurance
Bursa (Water)	Bursa C9(a) Total volume of water used	Megalitres	162	No target	No assurance
Bursa (Waste Management)	Bursa C10(a) Total waste generated	tonnes	1,706	No target	No assurance
Bursa (Waste Management)	Bursa C10(a) i- Total waste diverted from disposal	tonnes	1,022	No target	No assurance
Bursa (Waste Management)	Bursa C10(a) ii- Total waste directed to disposal	tonnes	684	No target	No assurance

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Page 6 of 7

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Emissions management)	Bursa C11(a) Scope 1 emissions	tonnes CO2e	130,464	No target	Internal
Emissions management	Scope 1 Carbon Intensity	tonnes CO2e/kilometer travelled	0.00103	0.00098 by 2030	Internal
Bursa (Emissions management)	Bursa C11(b) Scope 2 emissions	tonnes CO2e	2,889	No target	Internal
Emissions management	Scope 2 Carbon Intensity	tonnes CO2e/kWh	0.000457	0.000509 by 2030	Internal
Bursa (Emissions management)	Bursa C11(c) Total Scope 3 emissions	tonnes CO2e	6,360	No target	Internal
Bursa (Emissions management)	Bursa C11(c) i- Scope 3 emissions Category 7: Employee Commuting	tonnes CO2e	5,358	No target	Internal
Bursa (Emissions management)	Bursa C11(c) ii- Scope 3 emissions Category 6: Business Travel	tonnes CO2e	590	No target	Internal
Bursa (Emissions management)	Bursa C11(c) iii- Scope 3 emissions Category 5: Waste Generated	tonnes CO2e	412	No target	Internal

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Page 7 of 7